

**Idaho
Commission on Aging**

STRATEGIC PLAN

2008 – 2012

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ICOA VISION

Our vision is to ensure that all Idahoans retain their autonomy to determine their own life course as they age.

ICOA MISSION

Our mission is to improve quality of life for all older Idahoans, vulnerable adults and their families through education, advocacy, accountability and service; to provide opportunity for all to live independent, meaningful and dignified lives within communities of their choice.

ICOA GOALS, OBJECTIVES, STRATEGIES AND OUTCOME MEASURES

Goal 1

Empower older Idahoans, their families, and other consumers to make informed decisions about, and to be able to easily access, existing health and long-term care options.

Objective 1.1: Provide Idahoans with a streamlined and efficient point of entry into aging services.

Strategies:

- Provide ongoing guidance in the statewide development of Idaho's Aging and Disability Resource Center project, Aging Connections, to ensure clients easier access to information regarding health and long term care options and to facilitate their making informed decisions.
- Promote the expansion of Aging Connections throughout the state.
- Continue to support the AAAs' I & A programs as crucial resources and important points of contact for aging Idahoans.

Objective 1.2: Encourage Idahoans to plan for future long-term care well in advance of their need for it.

Strategies:

- Widely disseminate information on preparing for the later years.
- Assist health professionals, long-term care providers and others who work with the elderly to become well-informed about long-term care options so that they can provide accurate information and make appropriate referrals for individuals they identify as being in need of these services.
- Increase inter-agency collaboration to ensure awareness and consideration of older persons' needs by all state agencies.

- Promote enhanced I & A services to better support the independence of elderly individuals by simplifying their access to agencies and organizations which can address their needs.
- Promote public awareness and support of grandparents and other relatives caring for children of absent parents due to substance abuse or other circumstances.

Outcome Measures:

1.1: All Idahoans have access to an Aging and Disability Resource Center, electronically, telephonically, or in person.

1.2: 80% of participants who fill out evaluations will report that informational presentations made by ICOA staff members increased their knowledge about aging programs, resources and/or services.

Goal 2

Enable older Idahoans to remain in their own homes with high quality of life for as long as possible through the provision of home and community-based services, including supports for family caregivers.

Objective 2.1: Expand Idaho's aging network to increase clients' service options and enable consumer direction.

Strategies:

- Seek greater media exposure and expansion of public dialogue to increase overall awareness and understanding of aging issues.
- Perform on-site reviews of home and community-based services to ensure quality.
- Refine NFCSP services to best support family caregivers.
- Continue support for the multi-agency coalition, focused on dementia capable services and caregivers, in southwestern Idaho to meet goals of effectiveness and sustainability.
- Assist AAAs to explore creative expansion of social and educational programs in senior centers.
- Advocate for expansion of OAA and Idaho Senior Services Act (ISSA) programs to advance positive change in current long-term care systems.
- Where needed, revise applicable statutes, administrative rules, program policies and procedures to evolve an infrastructure that better supports availability of in-home services and consumers' control over service selection and choice of providers.

Objective 2.2: Disseminate information on the current availability of services to help aging Idahoans remain in their homes.

Strategies:

- Provide informational materials to the AAAs; encourage them to make educational presentations throughout their PSAs.
- Provide resources and support to AAAs to enable them to better inform and assist caregivers who provide critical services in their regions.
- Encourage AAAs to adopt and adapt “best practice” models from beyond Idaho to increase the effectiveness and sustainability of programs.
- Encourage the evolutionary transformation of senior centers into community centers that can serve the needs of Idahoans of all ages.

Outcome Measures:

2.1: 75% of consumers’ survey responses received during the year will indicate that programs are relevant and helpful in addressing their needs.

2.2: 75% of caregivers’ survey responses received during the year will indicate that programs are relevant and helpful in addressing their needs and critical to helping them continue to act as caregivers.

Goal 3

Empower older people to stay active and healthy through Older Americans Act and Idaho Senior Services Act services.

Objective 3.1: Support maximum utilization of Older Americans Act Services, Idaho Senior Services Act services, and the new Preventions benefits under Medicare by older persons most likely to benefit from these services.

Strategies:

- Facilitate informational presentations regarding these services and benefits in the PSAs.
- Encourage AAAs to use and/or coordinate with evidence-based health promotion programs in their communities. Support those programs through Title III-D funding.
- Continue working with the AAAs and SHIBA to ensure that preventive benefit information is available to all Idaho Medicare Beneficiaries through senior centers, doctors’ offices, health fairs, and information and referral programs.

- Collaborate with IDHW to sustain and grow Idaho's Chronic Disease Self Management Program.
- Expand inter-agency and Aging Network partnerships to increase the use of chronic disease prevention and self-management programs and activities at the community level.
- Endorse personal responsibility and independence by promoting role models who pursue healthy lifestyles.

Objective 3.2: Broadened options and opportunities exist for older persons to enter and remain in the workforce for as long as possible.

Strategies:

- Provide employment training and work experience to low-income older individuals desiring to enter or reenter the workforce.
- Enroll eligible applicants within priorities set by federal law.
- Support Idaho communities by utilizing SCSEP participants in non-profit organizations and government entities serving as SCSEP host agencies.
- Increase SCSEP participants' economic independence and self-sufficiency by facilitating their successful exit from the program to unsubsidized employment.
- Provide regular follow-up and supportive services to assure that SCSEP participants retain employment for a minimum of one year following placement.
- Maintain a coordinated, collaborative relationship with Idaho's One-Stop Career system partners to maximize employment and training resources available to SCSEP participants and other older, unemployed individuals.
- Increase employer awareness of the workplace value of older individuals.
- Represent the interests of unemployed, older individuals through staff support and participation on the Idaho State Workforce Council.
- Promote the importance of life-long learning opportunities for Idaho's current and transitional workforce.
- Develop a model to tap the hidden labor force of older individuals interested in employment.

Outcome Measures:

3.1: A sustainability plan is created for the Living Well in Idaho program (chronic disease self management program)

3.2: A minimum of 80% of the core performance measures established for Idaho’s SCSEP is achieved.

3.2: A “Mature Worker (“Baby Boomer”) Job Fair” model is developed, implemented, and refined for replication in each of Idaho’s PSAs.

Goal 4

Ensure the rights of older people and prevent their abuse, neglect and exploitation.

Objective 4.1: Strengthen safeguards that protect vulnerable adults from abuse, neglect, and exploitation.

Strategies:

- Continue to administer statewide, standardized APS and Ombudsman programs.
- Continue to collaborate and coordinate with other programs, agencies and entities that advocate, legislate or regulate for the purpose of protecting vulnerable adults from abuse, neglect, or exploitation.
- Enhance data tracking systems that provide accurate statistics on the incidence of vulnerable adult abuse, neglect and exploitation, and document the investigation and referral processes.
- Propose revision of applicable statutes, administrative rules and program policies/procedures to empower the Idaho Commission on Aging and the APS/Ombudsman Units to more effectively administer and provide services.
- Enhance initial and on-going training requirements for adult protective services workers and sub-state ombudsmen.
- Continue to serve on committees designed to educate and share information and resources regarding abuse, neglect, and exploitation of vulnerable adults.

Objective 4.2: Strengthen Idaho’s statewide senior legal services delivery system.

Strategies:

- Continue to support the Idaho Senior Legal Hotline (1-866-345-0106 or Español 1-866-954-2591).
- Continue to collaborate with ILAS to expand the Senior Legal Forms Library.
- Strengthen partnerships to enhance coordination, collaboration and funding among Idaho’s senior legal services delivery system providers and consumers to enable more clients to be served more effectively and at lower cost.

- Continue implementation of an integrated, statewide, legal services delivery system that efficiently serves larger numbers of low-income Idaho seniors and related social service organizations.
- Continue to analyze the legal needs of older Idahoans, particularly those who are low-income, rural, or members of a minority.
- Promote outreach efforts to provide public information on senior legal services.

Objective 4.3: Strengthen and build up Idaho’s Ombudsman program to address needs resulting from the rapid growth in long-term care facilities.

Strategies:

- Encourage the development of a Volunteer Ombudsman Program within each PSA-level Ombudsman Program.
- Develop a standardized set of policies and procedures to organize the volunteer ombudsman system throughout the state.
- Implement efficient data collection protocols for volunteers.
- Initiate a certification process for all ombudsmen that will include orientation, training and requirements for continuing education.

Outcome Measures:

4.1 Response within the statutory timeframe occurs in 90% of APS complaints.

4.2 Needed additional forms are added to the Senior Legal Forms Library hosted on ILAS’s website.

4.3 100% of all volunteers trained as Ombudsmen will follow the state volunteer policies and procedures manual and will be certified.

Goal 5

Maintain effective and responsive oversight of Older Americans Act and Idaho Senior Services Act-funded programs.

Objective 5.1: Promote and implement state-of-the-art management practices, including the use of information management and data gathering/reporting software, within ICOA and the Aging Network

Strategies:

- Adopt cost-saving measures at the ICOA and encourage AAAs to do likewise.

- Maintain an aging network structure that fully complies with federal and state requirements.
- Perform on-site reviews of Older Americans Act and Idaho Senior Services Act-funded programs to assure compliance with legal mandates and established policies.
- Conduct annual fiscal reviews of AAAs to assure compliance with legal mandates and established policies.
- Provide clear and concise reporting of program/service details required for the annual NAPIS report through maintenance of a uniform format for tracking and reporting clients and service units across all aging programs/services available in Idaho.
- Work with AAAs to establish service objectives and to ensure that resources are maximized and services are targeted to those with the greatest need.
- Work with AAAs, other units of state government, and local service providers to expand and increase services and programs as new funding streams are identified and tapped.
- Provide training and technical assistance to support aging network programs/services, contracts development, financial management, grants management and data reporting.
- Establish a policy to base fiscal reimbursement on compliance with requirements for data gathering and reporting.
- Assist Aging Network providers to develop and revise comprehensive management tools which support State and Federal data collection requirements, community collaboration efforts, and coordination toward a multidisciplinary supportive services system.
- Standardize data collection methodology for a statewide tracking system that provides accurate statistics, service history, assessments, and caregiver information to increase insight into the diverse needs of Idaho's aging population, including the needs of family caregivers.

Objective 5.2: Implement the Governor's Management Agenda.

Strategies:

- Maintain management and support staff at adequate levels to conduct agency operations.
- Develop a new intrastate funding formula for use in allocating Idaho Senior Service Act funds to the AAAs.
- Utilize a legislative funding priority-setting process to identify funding needs and facilitate legislative requests.

- Facilitate staff's ongoing training to maintain knowledge and competency in regard to changing technology. Incorporate anticipated technological advances and trends into planning for current and future needs.
- Implement zero-based budgeting.
- Develop and implement trip reduction strategies that support the Governor's trip reduction policies.

Outcome Measures:

5.1: All six AAAs achieve uniform client and unit reporting.

5.2: 90% of all aging programs reviewed during the year through on-site reviews are found to be substantially in compliance with governing laws, rules, regulations, policies and procedures.

5.3: 90% of all fiscal programs reviewed during the year through on-site reviews are found to be substantially in compliance with governing laws, rules, regulations, policies and procedures.

BENCHMARKS

The performance targets for outcome measures are based on the agency's performance in past years and on our analysis of the existing and potential circumstances that may affect these measures during the next year.

Performance Measure	Benchmark
1.1: Idahoans have access to an Aging and Disability Resource Center, electronically, telephonically, or in person.	100%
1.2: 80% of participants who fill out evaluations will report that informational presentations made by ICOA staff members increased their knowledge about aging programs, resources and/or services.	80%
2.1: Consumers' survey responses received during the year will indicate that programs are relevant and helpful in addressing their needs.	75%
2.2: Caregivers' survey responses received during the year will indicate that programs are relevant and helpful in addressing their needs and critical to helping them continue to act as caregivers.	75%
3.1: A sustainability plan is created for the Living Well in Idaho program (chronic disease self management program)	100%
3.2: Core performance measures established for Idaho's SCSEP are achieved.	80%
3.2.: A "Mature Worker ("Baby Boomer") Job Fair" model is developed, implemented, and refined for replication in each of Idaho's PSAs.	100%
4.1: Response within the statutory timeframe occurs in APS complaints.	90%
4.2: Needed additional forms are added to the Senior Legal Forms Library hosted on ILAS's website.	100%
4.3: Volunteers trained as Ombudsmen will follow the state volunteer policies	100%

and procedures manual and will be certified.	
5.1: AAAs achieve uniform client and unit reporting.	100%
5.2: Aging programs reviewed during the year through on-site reviews are found to be substantially in compliance with governing laws, rules, regulations, policies and procedures.	90%
5.3: Fiscal programs reviewed during the year through on-site reviews are found to be substantially in compliance with governing laws, rules, regulations, policies and procedures.	90%

EXTERNAL FACTORS WHICH POSE POTENTIAL LIMITATIONS

1. Demographic projections are mathematically based and are calculated on the presumption that growth trends will be orderly over time. Such projections cannot incorporate the impact of unforeseeable events such as economic recessions, changing retirement trends, or the effect on population movement resulting from various factors.
2. Different localities view changing demographics differently and will thus respond according to their interpretation of the situation and its implications in their particular context. For example, rural and urban communities feel the impact of growth in dissimilar ways: one may see it as an opportunity for growth and expansion while the other views it as placing a strain on very limited available resources. Proposals for projects to benefit a growing older population –by increasing senior housing, building new senior/community centers, expanding meals-on-wheels programs, etc. – may not be responded to in the same way in all communities.
3. Some areas of the state are experiencing economic and population growth, while others are experiencing out-migration and economic stagnation or decline due to high unemployment. This situation results in service *need* far outpacing service *availability* or even a complete collapse in service provision.
4. The aging services industry is fragmented because it is largely comprised of providers who operate as independent agents. This makes it difficult for the network as a whole to respond rapidly or in an organized and coordinated manner to changing consumer demographics, trends in the marketplace, or other situations or conditions.
5. Allotments for programs and services for the elderly could be severely cut back from present levels. This would undermine the continued existence of service providers and even of the area agencies on aging.
 - The political climate of the future will largely determine funding priorities and thus the allotments of resources that programs for the elderly will receive.
 - Future allotments for aging programs and services will also be dependent on the ability of Idaho and the nation to maintain and renew resources for this purpose.
6. Collaborative relationships or partnerships are largely dependent upon leadership's goals and management style within ICOA and its potential partner entities. In years past, ICOA's

relationships with other agencies both within state government and more broadly, in communities around the state, have expanded or contracted, and have been more or less collaborative, depending on the philosophies and personalities of those in administrative positions.

7. Turnover of top leadership in the AAAs splits their focus between education/ training and collaboration. It is difficult to move forward while maintaining continuity when several potential “collaborators” are new to the AAA director role. Their job is complex and thus requires their taking a substantial length of time to learn and become proficient.
8. The AAAs are not “field offices” of ICOA; neither are AAA staff employees of ICOA or of the state. Because they are separate, independent, and autonomous entities, disagreements over relative authority inevitably arise from time to time between ICOA and the AAAs. Given that working arrangement, collaboration cannot be dictated; it must arise from a shared vision and a voluntary spirit of cooperation that is cultivated at all levels.
9. In recent years, federal and state reporting requirements have continually increased both in terms of the amount of data and its complexity. This has resulted in an ongoing struggle by both ICOA and the AAAs to maintain capacity to collect enough suitable data to fulfill the escalating requirements. In practical terms, this has also meant reporting software packages have had to be frequently up-dated, with each successive version necessitating some amount of retraining for data entry staff and adjustments in data collection methodology. It is not inconceivable that at some point, the volume of data required to be collected and the complexity of reporting could overwhelm the AAAs’ ability to comply utilizing only the program and office staff that has to date been charged with data collection and processing. If this point is reached, program funds would be tapped to hire additional and more sophisticated data processing “professionals” and this would increase the cost of providing services. If no additional funds are available to offset the increased cost of meeting additional reporting requirements, less money would become available to actually provide services to clients. This situation would likely make funding for programs and projects more competitive, further straining the relationship between ICOA and the AAAs and provider entities.
10. The willingness of news media to cover aging issues will depend to a large extent on what other events or situations are currently making news.
11. Public attitudes regarding social issues are affected by the overall health of the national and regional economies. There is a direct relationship between people’s concern for any particular interest group’s issues and their own circumstances: in times of economic downturn when many persons are worried about unemployment, foreclosures, and the loss of their own future comfort and security, interest in and sympathy for the conditions and injustices others face measurably diminishes. Conversely, when “times are good,” social programs are seen more favorably and tend to be funded more generously.
12. Increasing public awareness requires a significant dedication of time and resources. As the ICOA’s time and resources become more strained, difficult decisions will be required as to where they are best directed.

13. The aging network's ability to increase older persons' access to "appropriate education, employment and training opportunities" is dependent on having adequate funding earmarked for this purpose. The trend most recently has been to cut back on funding for these programs. Unless there is a change in priorities at the highest government level, it is not likely that older worker programs can be sustained even at their current level of funding.
14. Marketplace trends, i.e., salary levels, benefits packages, outsourcing, availability of workers willing and able to accept employers' conditions, and the overall health or weakness of the economy are all subject to change as a result of demographic shifts, new technology, and changing attitudes.
15. The cost structure of the federal funding does not acknowledge the higher costs of providing services where towns are far from each other and the lack of public transportation severely limits employment and training options available to clients.
16. The U. S. Department of Labor has consistently implemented more restrictive eligibility criteria for the federal Senior Community Service and Employment Program (SCSEP). The negative impact of the eligibility changes appears significantly greater in frontier areas like Idaho. As a result, Idaho's SCSEP enrollment levels are low while SCSEP staff must turn away low-income individuals in dire need of work experience and training. The low enrollment levels impact Idaho's ability to meet federally mandated placement goals.
17. Availability of volunteers is to a large degree determined by cultural and economic factors. In order to become volunteers, people must be free of other responsibilities that command all their time and energy (such as child rearing or other caregiving, or full time employment) and must be able to "afford" to work gratis. Historically, volunteerism has always been the province primarily of relatively affluent middle-aged females. In recent decades, this demographic group has increasingly entered the workplace. Now, this same group faces the prospect of needing to become caregivers for aging parents. Another phenomenon that has been rapidly escalating in recent years is that of grandparents having to forego their own retirement plans to "parent" their grandchildren. Thus the supply of available volunteers is not necessarily assured.